

Golden Guardian FY 2011 PLAYER HANDBOOK

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Acronyms

AAR	After Action Report
Cal EMA	California Emergency Management Agency
CNRFC	California Nevada River Forecast Center
CVP	Central Valley Project
DFM	Division of Flood Management
DSS	Decision Support System
DWR	Department of Water Resources
EDT	Exercise Design Team
EOC	Emergency Operations Center
EFC	Eureka Flood Center
F-CO	Forecast-Coordinated Operations
FERC	Federal Energy Regulatory Commission
FOC	Flood Operations Center
GG 11	Golden Guardian FY 2011
ICS	Incident Command System
ICT	Incident Command Team
IAP	Incident Action Plan
IP	Implementation Plan
LMA	Local Maintaining Agency
MAC	Multi-Agency Command
NWS	National Weather Service
OA	Operational Area (County)
PAO	Public Affairs Office
POC	Project Operations Center
REOC	Regional Emergency Operations Center
SIMCELL	Simulation Cell
SME	Subject Matter Expert
SWP	State Water Project
USACE	U.S. Army Corps of Engineers
USBR	U.S. Bureau of Reclamation

1.0 General Information

1.1 Introduction

The California Emergency Management Agency (Cal EMA), in cooperation with numerous local, state, and federal agencies will be conducting the Golden Guardian FY 2011 (GG 11) exercise program, culminating in a three day Full Scale Exercise starting on May 17, 2011.

A scenario has been developed for the exercise by a working group that includes the California Emergency Management Agency (CalEMA), Department of Water Resources (DWR), the National Weather Service (NWS) and the California-Nevada River Forecast Center (CNRFC). This scenario presents a realistic situation under which State, local and regional emergency response plans can be exercised.

DWR's goal in GG 11 is to make a comprehensive and Department-wide assessment of its plans and systems to respond to a major flood event in the Central Valley.

1.2 Exercise Summary

GG 11 will be a Full Scale Exercise involving multiple DWR Emergency Operations Centers and field response team activations. Staff from Executive and the Divisions of Engineering, Management Services and Fiscal Services may also participate in the exercise. DWR's internal exercise activities will be integrated with the overall GG 11 design. **The exercise will be conducted May 17 through May 19, 2011. Exercise play is scheduled from 0800-1700 daily or until the Exercise Director determines that the exercise goals/objectives have been accomplished and announces the end of the exercise.**

1.3 Scope and Parameters

For the Department, the GG 11 scope and parameters involves activation and participation of the Flood Operations Center (FOC) and the DWR Incident Command Teams (ICTs), as well as other portions of DWR. The FOC will be activated from May 13 through exercise start (STARTEX) on May 17 until the end of the operations period on May 19, and will interact with the ICTs and jurisdictional Emergency Operations Centers (EOCs) that are also activated and participating. Flood emergency management activities for GG 11 will be coordinated through a series of local, regional, state and federal exercises, with exercise control response/simulation cells (SIMCELLs) representing non-participating (and participating) agencies and jurisdictions. GG 11 will exercise weather and flooding that affects California's Central Valley over a three day period. In addition to DWR activities, this exercise will involve local cities, special districts, tribal nations, Operational Areas, interoperable communications between multiple law enforcement agencies, and the Sacramento/San Joaquin Delta Region.

1.4 Assumptions and Artificialities

1.4.1 Assumptions

The following general assumptions apply to GG 11. Emergency services personnel who respond to incident scenarios will operate in accordance with existing plans, procedures, and practices during this exercise. The goals and objectives of the exercise will be consistent with DWR operations and technical plans and procedures, as long as safety and cost effectiveness are not compromised.

1.4.2 Artificialities

The following artificialities will detract from realism; *however, exercise planners and participants accept these artificialities in order to facilitate accomplishment of the Exercise Objectives.*

- Surrogates may replace some key decision-makers. The surrogates, in most instances, will be junior of the principals they represent. Their actions during the exercise may not depict the actions that might be taken by their principals.
- There is no real flood, devastation, or disruption of lifelines, loss of life, or recovery aspect.
- Weather conditions to be used in the exercise are simulated and were developed by the scenario working group for GG 11. The weather and hydrology are typical of mid-winter conditions, not those of May.
- There will be no National Weather Service (NWS) Liaison in the FOC during the exercise. All NWS activities will be simulated from the master SIMCELL.
- Selected infrastructure may be invented and damaged. Actual addresses will not be used to the greatest extent possible.
- Response entities such as the ICTs may be pre-positioned to avoid traffic congestion and community sensitivities.
- Hours of participation may not reflect actual response and recovery plans.
- The flood environment presented indicates the best determination of Subject Matter Experts in order to meet Exercise Objectives and may not reflect actual situations.
- This is a simulation. As such, Players may get certain items as “extra” information that they may or may not receive during an actual incident. Players should treat and use all information provided as if it were gathered or generated by their team. For exercise purposes, it is real.

1.5 Exercise Objectives

Capability: FOC Management

1. Assess Information Gathering and Recognition of Flood Indicators and Warnings.
 - a. Flood Operations Branch staff select appropriate levels of activation (“Extended Hours,” “Flood Alert,” “Flood Activation”, and/or “Flood Mobilization”) based on the Weather Briefings provided.
 - b. Flood Operations Branch staff alerts, mobilizes, and dispatches ICTs and other flood emergency response teams based on statewide priorities as set in the FOC. Alerts to the ICTs should typically occur within 15 minutes of the decision to activate.
2. Assess Public Law 84-99 Request for Federal Assurances Process – Local, Operational Area, and State.
 - a. Within the time constraints artificially imposed by the exercise, DWR works cooperatively with the U.S. Army Corps of Engineers (USACE) to resolve requests for assistance under PL 84-99.
 - b. Unresolved issues based on policy will be addressed in the After Action Report.
3. Assess FOC and Project Operations Center (POC) Flood Emergency Coordination.
 - a. The leadership teams of the FOC and POC meet not less than once per shift to coordinate priorities and objectives.
 - b. State Water Project (SWP) releases and anticipated issues are incorporated into the FOC Action Plan(s) and Executive Briefing(s).
4. Assess communication and coordination procedures within the FOC.
 - a. Players refer to Section/Position Binders, checklists, job aids, and any other applicable resources.
 - b. Issues that affect more than one SEMS function are recognized and acted upon.
 - c. Incoming events that require an adjustment of priorities are recognized, announced for general information, and new objectives are established.
 - d. Section Chiefs spend most of their time with their section, minimizing meetings and briefings where possible.
5. Communication and coordination procedures with deployed field staff.
 - a. Flood Fight Specialist, Geotechnical Teams, Incident Command Teams and Flood Fight Crews are effective in coordinating flood operations with the FOC.
6. Assess the usefulness and feasibility of the draft DWR Delta Emergency Preparedness and Response Plan.
7. Assess readiness of Delta Operations Unit.

8. Assess the Department Resource Management System to set priorities for maximum effectiveness given limited resources.

Capability: Communications

9. Assess communication with deployed Flood Fight Specialists, Geotechnical Teams, Incident Command Teams and Flood Fight Crews.
 - a. DWR provides a variety of forms of communications to its field-deployed teams. Issues associated with any identified poor communications capabilities will be addressed in the Incident Action Plan(s) and in the After Action Report/Implementation Plan.

Capability: On-Site Incident Management

10. Assess Incident Command Team response capabilities.
 - a. Delegation of Authority from the FOC Operations Section Chief is formal and documented.
 - b. Transfer of Command from Initial Responders goes smoothly and is documented.
 - c. An Incident Command post is established and its location transmitted to the FOC.
 - d. An Incident Action Plan is prepared and documented in writing.
 - e. Logistics support – especially Communications support – is effective.
 - f. Verify operations of BGAN, VOIP, Satellite, Hams, and State radios.
 - g. Players refer to Section/Position Binders, checklists, job aids, and other applicable resources.
 - h. Issues that affect more than one SEMS function are recognized and acted upon.
 - i. Incoming events that require an adjustment of priorities are recognized, announced for general information, and new objectives are established.
 - j. Transition to Operational Area/LMA upon demobilization is smooth and documented.

1.6 Exercise Scenario

On or about April 25, 2011 NWS Controllers began issuing exercise-related weekly weather and hydrology briefings. There have been cool storms every three days, with snow levels around 7-8,000 feet. The storms provided moderate precipitation and snow accumulations, resulting in saturated soils and slowly increasing inflows to reservoirs. Reservoirs began making moderate releases, with rivers approaching flood stage and some weir overflow occurring. Levee patrols began for some locations.

Two weeks before the exercise, there were continued stormy conditions and exercise-related biweekly weather and hydrology briefings. The storms were colder, with snow levels dropping to 3-4,000 feet. This resulted in wet conditions: 100% of normal snowpack, ongoing rains at lower elevations, completely saturated soil conditions below snow line, small stream minor flooding, and continued winter storm-type inflows to reservoirs.

Reservoirs continued making moderate releases, with rivers above flood stage at some locations and weir overflow continuing into bypasses. Levee patrols have been expanded into additional locations. Based on this, the Flood Operations Branch has issued a Flood Alert.

Placeholder: Players should use this page for notes from the exercise weather briefing of May 2.

Placeholder: Players should use this page for notes from the exercise weather briefing of May 9.

2.0 Exercise Logistics

2.1 General

This section specifies items that support exercise participation.

2.1.1 Parking and Transportation

Players are responsible for transportation – including coordination of car pools using State vehicles – to their respective exercise locations. **No private vehicles are to be used for transportation to field sites.** The Logistics Section should be aware of this requirement and begin making necessary preparations.

2.1.2 Meals

In keeping with the ICT requirement to be ready to operate independently in the field for up to three days, food and refreshments are the responsibility of all exercise participants. For field operations, the Logistics Section should coordinate procurement of meals – sign-up sheet, collection of funds, ordering, distribution, etc. In making these arrangements the Logistics Section must keep in mind the need to provide food for on-site Controllers and Evaluators.

2.1.3 Restroom Facilities

Restroom facilities will be located on-site at all locations for use during the exercise. Provision of these facilities is the responsibility of the Exercise Design Team.

2.1.4 Cleanup and Restoration

Following the exercise, all Controllers, Evaluators, and Players will assist in cleanup operations to restore the area to pre-exercise conditions.

2.1.5 Recording and Documenting Activities

Media, DWR camera crews, and still photographers may be operating at various locations throughout the exercise. All participants should be aware of their presence and behave professionally and cooperate accordingly.

2.2 Security and Access

2.2.1 General

DWR will control entry into the selected exercise sites. Only authorized personnel will be permitted access in to the exercise play areas. The Exercise Design Team is responsible for maintaining the integrity of the exercise site. No unusual security requirements are expected.

2.2.2 Responsibilities

The Exercise Director and exercise planning team are responsible for establishing policies, concepts, and standards for the exercise. Each Division should follow its internal security procedures, augmented as necessary, in order to comply with exercise requirements.

As participants representing the Department, all staff are expected to perform in a courteous and professional manner during the exercise.

3.0 Exercise Participation

3.1 DWR Exercise Participants and Venues

3.1.1 DWR Participation

This section describes participating DWR organizations, along with probable activities. Each organization has a major role to play during a serious flood event. The locations are for illustration only, and should be used to suggest how teams might be distributed during a major flood event. For GG 11, some teams may be working from a conference room rather than an actual location in the field. The remaining ICTs (and their associated field response teams) should establish and work from actual Incident Command Posts with Emergency Communications Trailers. DWR organizations expected to participate are as follows:

Executive	Flood Maintenance Office
Public Affairs Office	Sacramento Maintenance Yard
Division of Engineering	Sutter Maintenance Yard
Division of Flood Management	Division of Integrated Regional Water Management
Hydrology and Flood Ops Office	Division of Operations and Maintenance
Hydrology Branch	State Water Project Ops Control Office
Flood Operations Center	Dam Safety Branch
Incident Command Teams	Field Divisions
Geotechnical Teams	Communications
Environmental Compliance Teams	Division of Management Services
	SWP Operations Control Office

Executive Division

The Executive Division, through the Department Operations Center or a designated representative in the FOC, would coordinate DWR's overall response in an event of this magnitude. It also would coordinate the assignment of DWR Agency Representatives to the State Operations Center (SOC) and activated Regional Emergency Operations Centers (REOCs). Staff from the Divisions of Fiscal Services, Technology Services, and Management Services are also anticipated to be involved in order to become familiar with the effects on DWR's business operations of responding to a major flood event.

Hydrology and Flood Operations Office

The Hydrology & Flood Operations Office in the Division of Flood Management (DFM) will activate the Flood Operations Center and other response personnel using the appropriate alert and activation mechanisms.

Hydrology Branch

The Hydrology Branch provides flood forecasting support for the exercise, in part using new DSS tools developed as an outcome of the Yuba-Feather Forecast-Coordinated Operations (F-CO) exercises, and assists the Project Operations Center in managing SWP operations during a major Delta flood event. This Branch also provides support outside of DWR for the main Golden Guardian exercise.

Flood Operations Center (FOC)

The Flood Operations Branch will activate the FOC to manage DWR flood response activities, coordinate with state, federal and local agencies, and coordinate with the State Water Project and the federal Central Valley Project (CVP).

Incident Command Teams

Three of the Incident Command Teams will activate at separate and geographically diverse locations accompanied by the three Emergency Communications Trailers. ICT-4 and ICT -5 will activate in a location with installed communications and will “shadow” another team. Some ICTs will simulate responding to a “complex” incident that affects several locations (Divisions) and cooperation with an Operational Area (OA) and/or the Delta MAC, if formed.

- Incident Command Team 1 (with ICTs 4 & 5) – West Delta
- Incident Command Team 2 – Firebaugh
- Incident Command Team 3 – Advance Planning Tabletop for Vernalis
- Incident Command Team 6 – Hamilton City

Flood Maintenance Office

The two Maintenance Yards (Sacramento and Sutter) may deploy field response teams in their headquarters locations to manage operations in their respective areas of responsibility, as well as coordinate with surrounding Operational Areas and other local maintaining agencies.

Flood Project Integration and Inspection Branch Teams

Initial Response Teams will be assigned to each ICT to provide an incoming briefing to begin the exercise each day and to observe ICT procedures and exercise actions.

Geotechnical Teams

Geotechnical Teams may be formed and assigned to the deployed ICTs to exercise working with those teams, making inspections, and assisting in developing flood fight plans. The number of teams for field assignment will depend upon the number of teams that can be formed.

Environmental Compliance Teams

Environmental Compliance Teams may be formed and assigned to the deployed ICTs to exercise working with those teams, evaluating environmental impacts of proposed response activities, suggesting alternatives or needed mitigation actions, and assisting in the development of flood fight plans. The number of teams for field assignment will depend upon the number of teams that can be formed.

Public Affairs Office

The Public Affairs Office (PAO) will brief media and VIPs. In addition, staff from the PAO may be assigned to field ICTs. For GG 11, the PAO may activate and deploy Information Officers to the ICTs as Players and to assist in responding to questions and other items regarding the exercise.

Division of Operations & Maintenance

A storm event of the type envisioned could potentially involve significant damage and/or disruption of State Water Project (SWP) Operations north of the San Luis Reservoir.

SWP Operations Control Office

The overall GG 11 scenario will involve exercising a “Delta Emergency Operations Plan” as required by SB27. The exercise may result in a number of islands in the Delta being threatened, resulting in potential disruptions to SWP and CVP flows in the Delta.

The SWP Operations Control Office will activate an emergency response team to assess data, make projections of the effects of the island failures on SWP operations, and coordinate with the USACE and the USBR on potential changes in operations for both flood releases and water supply. Additional SEMS management staff will activate to assess and report to DWR’s management on the overall situation for the SWP.

Dam Safety Branch

The Division’s Dam Safety Branch will activate and deploy Geotechnical Teams to inspect and assess SWP facilities in the San Luis, Delta and Oroville zones and report through the Operations Control Office to the FOC.

Field Divisions

The three northernmost field divisions, in a storm event of this type, will be faced with numerous issues.

- Oroville Field Division – In the north, Oroville Dam could operate in accordance with their flood operations rules and new DSS tools. There may also be operational and maintenance issues as well as coordination duties with the City of Oroville and Butte

County. Additional detailed events may be added in order to secure Federal Energy Regulatory Commission (FERC) credit under DWR's FERC License.

- Delta Field Division – In the Delta Field Division, the scenario could potentially damage SWP facilities in the Delta as well as on the North Bay and South Bay aqueducts. An EOC could be formed to coordinate operations to inspect and maintain facilities, provide assistance to flood fighting operations within the Delta, and provide assessments to the SWP POC/EOC.
- San Luis Field Division – In a major storm event, issues with watersheds in the Coastal Range could cause operational problems in the San Luis zone, from Coalinga (Arroyo Pasajero) north to the Delta. An EOC could be formed in the San Luis Field Division to coordinate emergency responses and operations, provide assessments to the POC/EOC, and deploy assistance to flood fighting operations in that zone.
- San Joaquin & Southern Field Divisions – In a major Central Valley flood event, the two southern field divisions may be called upon to provide civil maintenance resources to the north, either assisting O&M or assisting flood fight activities. Each Field Division will respond to requests for assistance from the SWP POC or FOC and provide the status of response capabilities in such an event.

Division of Integrated Regional Water Management/Division of Statewide Integrated Water Management

The Headquarters of these two Divisions provide staff to augment and support the Flood Operations Center during flood mobilizations and to augment and support field emergency response teams. They also engage in other field emergency response activities, such as assisting local agencies in levee patrolling during major flood events. In addition, the Regional Offices in West Sacramento, Fresno and Glendale provide DWR's Agency Representatives to the three Cal EMA REOCs.

For GG 11, the Regional Offices will participate in order to simulate their procedures for tracking a flood event, tracking their staff as they are assigned various tasks, and coordinating resources with the Flood Operations Center. The Divisions will activate a combined team to practice similar procedures.

3.1.1 Exercise Venues

In addition to the Flood Operations Center in Sacramento, field operations will occur in the following geographic areas:

- San Joaquin
- Delta
- Sacramento

- Sacramento River – Expect major and detailed events requiring action from an ICT and the Northern Region Office in cooperation with the U.S. Bureau of Reclamation
- Delta Region – Expect major and detailed events requiring action from an ICT, the Delta Field Division, the Sacramento Maintenance Yard, and the Delta Multi-Agency Command (MAC)
- San Joaquin River – Expect major and detailed events requiring action from an ICT, the San Luis Field Division and the South Central Region Office.

3.2 Non-DWR Exercise Participants

3.2.1 State Level Participation

Cal Fire	Dept. of Social Services
Caltrans	Dept. of Veterans Affairs
Conservation Corps	Dept. of Water Resources
Dept. of Corrections and Rehabilitation	Emergency Management Agency
Dept. of Developmental Services	Emergency Medical Services Agency
Dept. of Fish and Game	Environmental Protection Agency
Dept. of Food and Agriculture	Highway Patrol
Dept. of General Services	National Guard
Dept. of Mental Health	Natural Resources Agency
Dept. of Parks and Recreation	Volunteers
Dept. of Public Health	

3.2.2 Local (by Region)

The current draft of dates and times of participation by these counties is in Appendix A. As conditions and players change, updated versions will be available to DWR Participants.

Region III

Butte County
Colusa County
Glenn County
Plumas County
Shasta County
Sierra County
Siskiyou County
Sutter County
Yuba County

Region IV

San Joaquin County
Sacramento County
Stanislaus County
Placer County
Nevada County
El Dorado County
Yolo County
Alpine County
Contra Costa County

Region V

Fresno County
Tulare County
Kings County
Merced County
Madera County
Kern County

3.2.3 Federal

Dept. of Homeland Security
Coast Guard
Army Corps of Engineer
National Weather Service
Small Business Administration
Housing and Urban Development
Bureau of Reclamation
AMTRAK
Dept. of Defense – NorthCom

Navy Southwest
Naval Air Station Lemoore
Federal Emergency Management Agency
Region IX
Dept. of Transportation
Dept. of the Interior
Transportation Safety Agency
National Oceanic Atmospheric
Administration

3.2.4 Non-Governmental Organizations

American Red Cross

Salvation Army

3.3 Exercise Organization

3.3.1 Simulation Cells

The GG 11 SIMCELLs will be located at the Rancho Cordova City Hall, in Chico, and in Visalia. They provide necessary injects throughout the days of play and present scenarios to the Players that help in meeting the Exercise Objectives. The SIMCELLs will also simulate activity for non-playing entities, and are responsible for coordinating a variety of essential exercise support activities. SIMCELL operations will receive player information and, where applicable, direct the injection of selected core events during the exercise. Selected agencies and jurisdictions not activated for exercise play may be asked to provide support at the SIMCELLs. The cells also include Subject Matter Experts (SME) that can accurately represent an agency or jurisdictional practices. When Players need information and contact the SIMCELLs, the SMEs can respond based upon the exercise scenario, the Master Scenario Events List, and any applicable operational plans.

3.3.2 Contacts and Communications

The Exercise Communications Directory (updated daily by the FOC's Communications Unit during the exercise) is the only permissible directory for use. Calls to outside agencies not listed in the Exercise Communications Directory will be simulated by calling the SIMCELL phone numbers. Necessary calls to DWR internal administrative support staff (e.g., contact to the Budget Office for Q numbers or to Accounting to request travel advances) shall be made as usual and response time documented.

3.3.3 Exercise Director and Controllers

Overall control of GG 11 is the responsibility of the Exercise Director. Controllers will assist by monitoring play at specific incident locations and injecting designated events to Players and player organizations. The field play will result from a detailed site setup based on the exercise scenario. Controllers will act as moderators to explain or clarify items as necessary during play.

3.3.4 Actors

Actors are exercise participants who simulate specific roles during exercise play. In this capacity, Actors may be the medium by which injects or field data are transmitted to the Players. For example, Flood Fights Specialists who provide the transition briefing and thus transmit the initial set-up are Actors. LMA staff who may be on site may also be Actors, representing themselves or their agency and providing injects or free play under the direction of the Control staff.

3.3.5 Exercise Evaluators

Evaluators work as a team with controllers and do not interact with Players. Evaluators record events and ensure documentation is submitted for review and inclusion in the After Action Report (AAR) / Improvement Plan (IP). Evaluators will not interfere with the integrity of the exercise or with player actions. All questions raised by Players during the exercise will be addressed by on-site controllers, not by Evaluators.

3.4 Player Instructions

Exercise Safety Requirements

Participant safety takes priority over exercise events. All DWR participants share the basic responsibility of ensuring a safe and healthful workplace. Professional health and safety ethics should guide all participants to operate in their assigned roles in the safest manner possible. The following general safety requirements apply during the exercise:

1. Participants will be responsible to look out for their own and each other's safety during the exercise. It is the responsibility of every person associated with the exercise to stop play if, in his or her opinion, a real safety problem exists. Once the problem is corrected, exercise play can then be restarted.
2. All DWR organizations will comply with their respective environmental, health, and safety plans and procedures, as well as all appropriate federal, state, and local environmental health and safety regulations.

Accident Reporting

All injuries, incidents, and accidents, regardless of severity, will be reported immediately to the nearest Controller. Anyone observing a participant who is seriously ill or injured will

first advise the nearest Controller and then render first aid, if possible, provided the aid given does not exceed his or her training.

Alcohol

Alcohol consumption will not be tolerated during the exercise. If a Controller detects the presence of alcohol on a participant or if a participant is believed to be under the influence of alcohol, the Controller will remove the participant from the exercise and report the participant to his or her supervisor for appropriate follow-up action.

Prescription Medication

Participants taking prescription medication should report this information through their chain of command for safety reasons. Supervisors should inform the exercise Safety Officer and the site's Senior Controller if prescription medication might impair a participants involvement in the exercise.

Illegal Drugs

The use of illegal drugs is prohibited. If a Controller detects the presence of drugs on a participant or if a participant is believed to be under the influence, the Controller will remove the participant from the exercise and report the participant to his or her supervisor for appropriate follow-up action.

Activity-Specific Safety Requirements

DWR will work with partnering agencies at each site, as applicable, to maintain access control to exercise areas to ensure that unauthorized personnel are denied access. DWR will also ensure that authorized participants transiting the exercise area to reach other work areas do so without deviating from established routes or reasonable travel times.

Player Conduct

<p>IMPORTANT: All spoken and written communications shall start and end with the statement, "<i>This is an Exercise.</i>"</p>
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- Act in a professional manner at all times.
- If an actual emergency occurs during the exercise, Controllers will immediately suspend exercise play and evaluate the situation. The Exercise Director and Senior Controllers will then decide if the exercise can be safely resumed.
- You will not have prior knowledge of the scenario. If you gain knowledge of the scenario before the exercise, notify an exercise Controller so appropriate actions can be taken to ensure a valid evaluation.
- Understand the scope of the exercise. If you are unsure about a certain organization or agency's participation in the exercise, ask a Controller.

- If parts of the scenario seem implausible, please recognize that the exercise has objectives that must be satisfied, which may require actions or events to not be as realistic as we would like them to be.
- Do not engage in casual conversations with the Controllers, as they will be busy controlling play in that area. When asked a question, if you are busy and cannot immediately respond, indicate that and report back with an answer at the earliest possible time.
- Do not engage in conversations with Evaluators.
- Maintain a log of your activities (ICS 214). Many times, this log may include documentation of activities missed by a Controller or Evaluator.
- Respond to exercise events and information as if the emergency were real.
- Act as if simulated hazardous conditions are real. Adhere to standard industrial/health protection controls for the simulated hazard(s) presented by the exercise scenario.
- Controllers will only give you information they are specifically designated to disseminate for that assigned functional area. You are expected to obtain other necessary information through existing emergency information channels.
- **Precede and follow all written and verbal exercise messages and communications with the phrase, “*This is an exercise.*”**
- In some extremely rare cases, it may be necessary to exercise “Controller prerogative” of overruling a player’s actions to preserve the continuity and objectives of the exercise. If this occurs, accept the Controller’s word as final and proceed with exercise play.

3.5 Simulation Guidelines

Controllers delivering messages will either be co-located with Players in the venue of play or in a Simulation Cell (SIMCELL). A SIMCELL is a location from which Controllers deliver telephone calls, radio messages, facsimiles, and other types of messages—these messages represent actions, activities, and conversations of an individual, agency, or organization that is not participating in the exercise but would likely be actively involved during a real incident. Three types of events may comprise a message.

Contextual messages are introduced to a player by a Controller to help build the exercise operating environment. For example, a picture of a damaged levee may be provided since the real levee cannot be damaged.

Simulated Events messages are the most common type of message. Controllers or simulators will present Players with information and situations to which they must respond in accordance with existing policies, plans, and procedures.

Contingency messages are usually ad hoc and ensure that play moves forward to meet Exercise Objectives. For example if an Incident Action Plan requires more sandbags than are locally available, a Controller may direct a Conservation Corps leader to report that they're almost out of those resources.

3.6 Briefings and Events

The DWR Director has issued a Flood Mobilization memo effective May 16. The Flood Operations Center (FOC) will be activated. Full exercise activity will begin May 17, 2011 at 0800 (or earlier/later, if needed) with the initiation of a major flood incident in the Central Valley. An exercise briefing will be given to Players before exercise play. Each day of the Exercise will start with a weather briefing, a hydrology briefing, and briefing on the status of flood operations and field activities. A full schedule of all briefings and exercise-related activities is in Appendix B.

The exercise will conclude at the direction of the Exercise Director and on the substantial completion of operations and attainment of the Exercise Objectives/Capabilities, Activities, and Tasks. The exercise play is expected to end at approximately 1600 each day.

After exercise play concludes each day, a player Hot Wash for exercise participants will occur shortly after (1600 – 1700).

After the player Hot Wash, a debriefing will then occur on each exercise day for Controllers, Evaluators, and senior agency representatives.

Sample Schedule

0800 - 0815	Exercise Briefing
0815 - 0830	Transition Briefing
0830 - 1600	Exercise Play
1600 - 1700	Hot Wash

4.0 Exercise Evaluation and Post-Exercise Activities

4.1 Exercise Documentation

All player notes, Activity Logs, and written messages should be retained and provided to the Evaluation Team as part of the exercise documentation. Such information often provides insight and explanations for player actions that the Evaluators might otherwise miss.

4.2 Exercise Hot Wash

The Evaluation Team will conduct and take notes during the daily “Hot Washes.” A hot wash is led by an experienced facilitator to ensure that the discussion remains brief and constructive, and to maintain focus on strengths and areas for improvement. This facilitated discussion allows Players to engage in a self-assessment of their exercise play and provides a general assessment of how the teams performed in the exercise. The hot wash also provides Evaluators with the opportunity to clarify points or collect any missing information from Players before they leave the exercise venue.

4.3 Controller & Evaluator Debriefing

A debrief with the Controllers, Simulators, and Evaluators will be held following the exercise. The purpose of this debrief is to collect observations and thoughts about exercise conduct. It also provides Evaluators the opportunity to clarify points or collect any missing information. The lead Evaluator assigns one or more members of the evaluation team to take detailed notes during the debriefing.

4.4 After Action Report

In addition to player comments from the “Hot Wash,” DWR will undertake a web-based survey to solicit input from all participants. The Exercise Design Team (EDT) will analyze all inputs and create a draft After Action Report (AAR). An AAR captures observations of an exercise and makes recommendations for post-exercise improvements. An Implementation Plan (IP), which will identify specific corrective actions, assigns these actions to responsible parties and establishes target dates for action completion.

4.5 After Action Conference & Improvement Plan

As soon as possible after completion of the draft AAR, members of the EDT will conduct an After Action Conference to present, discuss, and refine the draft AAR, and to develop an IP. This conference is a chance to present the AAR to participating entities in order to solicit feedback and make necessary changes. The After Action Conference is a critical component of the exercise planning process to ensure that exercises are results-oriented and contribute to preparedness by translating analyses into concrete improvements for validation in subsequent exercises. The AAR and the IP should be printed and distributed jointly as a single AAR/IP following an exercise.

Appendix A - Exercise Schedule of External Activities*

<u>Day</u>	<u>Operational Area</u>	<u>EOC (X)</u>	<u>Hours of Play</u>
<i>May 17</i>	Butte	X	0900-1700
	Yuba	X	0800-1600
	Colusa		0900-1400
	Sutter		1000-1400
	Glenn		1000-1200
	Plumas		0900-1500
	Tehama		0900-1500
	Placer	X	0800-1400
	Yolo	X	0900-1400
<i>May 18</i>	Siskiyou	X	0900-1700
	Glenn		1000-1200
	Sacramento	X	0800-1700
	Stanislaus	X	0800-1700
	Nevada	X	0900-1400
	El Dorado	X	0800-1700
	San Joaquin	X	0800-1300
	Fresno	X	1300-1700
	Contra Costa	X	0900-1600
<i>May 19</i>	Fresno	X	0800-1200
	Tulare	X	0800-1200
	Kings	X	0800-1200

*Notes:

- 1) No time adjustment for mid-day break; need to confirm when Players will break.
- 2) SIMCELL will be point of contact for times when Operational Areas (i.e., counties) are not in play.

Appendix B- Exercise Facilities & Venues

Appendix B- Exercise Briefings and Activities

Time Ex Day Activity Attendees

Monday, April 25, 2011

1000 3 wk Weather Briefing

Monday, May 2, 2011

1000 2 wk Weather Briefing

Monday, May 9, 2011

1000 1 wk Weather Briefing

1030 1 wk FOC/IC Briefing

1100 Issue EX Flood Alert

Friday, May 13, 2011

1300	Exercise Briefing	FOC Only
1330	START EX	FOC Only
1330	FOC Situational Briefing	FOC Only
1400	Issue EX Flood Mobilization	FOC Only
1400	Issue EX PL 84-99 Tech. Assist. Request	FOC Only
1600	END EX	FOC Only
1600	Hot Wash	FOC Only
1630	End Day	FOC Only

(continued next page)

Monday, May 16, 2011

0800 Day 0 FOC & Twitchell Exercise Briefing FOC, Levee Patrollers, FFS
0830 Day 0 START EX FOC & TWITCHELL FOC, Levee Patrollers, FFS
 0830 Day 0 FOC & Twitchell Situational Briefing FOC, Levee Patrollers, FFS
 0930 Day 0 Deployment Briefing (ICT-6) ICT-6
1530 Day 0 End EX Twitchell Levee Patrollers, FFS
 1600 Day 0 End Day Twitchell Levee Patrollers, FFS
1600 Day 0 END EX FOC FOC
 1600 Day 0 Hot Wash FOC All Players in FOC, C/E
 1700 Day 0 End Day FOC FOC

Tuesday, May 17, 2011

0800 Day 1 FOC Exercise Briefing FOC, NRO
0830 Day 1 START EX FOC, NRO, ICT-6
 0830 Day 1 FOC Situational Briefing FOC, NRO
 0900 Day 1 Deployment Briefing (ICT-1, 4, 5) ICT-1, 4, 5
 0900 Day 1 Field Exercise Briefing ICT-6
 0930 Day 1 Field Situational Briefing ICT-6
 1000 Day 1 Weather Briefing All Players, C/E
 1030 Day 1 Field Ops Briefing w/ ICT-6 FOC Ops Section, ICT-6 IC
 1030 Day 1 CalEMA Conf Call (State Agencies) FOC Rep
 1100 Day 1 CalEMA Conf Call (OAs) FOC Rep
 1100 Day 1 Media Briefing PIO
 1500 Day 1 Field Ops Debrief w/ ICT-6 (IAP Due) FOC Ops Section, ICT-6 IC
1530 Day 1 END EX Field ICT-6
 1530 Day 1 Hot Wash Field ICT-6
 1600 Day 1 End Day Field ICT-6
1630 Day 1 END EX FOC
 1630 Day 1 Hot Wash All Players in FOC, C/E
 1700 Day 1 End Day FOC FOC

(continued next page)

Wednesday, May 18, 2011

0800 Day 2 FOC Exercise Briefing FOC, NRO
0830 Day 2 START EX FOC, NRO, ICT-1, 4, 5
 0830 Day 2 FOC Situational Briefing FOC, NRO
 0900 Day 2 Deployment Briefing (ICT-2) ICT-2
 0900 Day 2 Field Exercise Briefing ICT-1, 4, 5
 0930 Day 2 Field Situational Briefing ICT-1, 4, 5
 1000 Day 2 Weather Briefing All Players, C/E
 1030 Day 2 Field Ops Briefing w/ ICT-1, 4, 5 FOC Ops Section, ICT-1,4,5 ICs
 1030 Day 2 CalEMA Conf Call (State Agencies) FOC Rep, Inland REOC
 1100 Day 2 CalEMA Conf Call (OAs) FOC Rep, Inland REOC
 1100 Day 2 Media Briefing PIO
 1500 Day 2 Field Ops Debrief w/ ICT-1, 4, 5 (IAP Due) FOC Ops Section, ICT-1,4,5 ICs
1530 Day 2 End EX Field ICT-1, 4, 5
 1530 Day 2 Hot Wash Field ICT-1, 4, 5
 1600 Day 2 End Day Field ICT-1, 4, 5
1630 Day 2 END EX FOC
 1630 Day 2 Hot Wash FOC All Players in FOC, C/E
 1700 Day 2 End Day FOC

Thursday, May 19, 2011

0800 Day 3 FOC Exercise Briefing FOC, SCRO
0830 Day 3 START EX FOC, SCRO, ICT-2
 0830 Day 3 FOC Situational Briefing
 0900 Day 3 Field Exercise Briefing ICT-2
 0930 Day 3 Field Situational Briefing ICT-2
 1000 Day 3 Weather Briefing All Players, C/E
 1030 Day 3 Field Ops Briefing w/ ICT-2 FOC Ops Section, ICT-2 IC
 1030 Day 3 CalEMA Conf Call (State Agencies) FOC Rep, Inland REOC
 1100 Day 3 CalEMA Conf Call (OAs) FOC Rep, Inland REOC
 1100 Day 3 Media Briefing PIO
 1500 Day 3 Field Ops Debrief w/ ICT-2 (IAP Due) FOC Ops Section, ICT-2 IC
1530 Day 3 End EX Field ICT-2
 1530 Day 3 Hot Wash Field ICT-2
 1600 Day 3 End Day Field ICT-2
1630 Day 3 END EX FOC
 1630 Day 3 Hot Wash FOC All Players in FOC, C/E
 1700 Day 3 End Day FOC

Friday, May 20, 2011

0900 After Action Conference – TBD FOC